

TRANSFORMING WORKERS TO WINNERS

PURPOSE: This operational guide is provided to all Air Force club management personnel to help enhance managerial skills.

SCOPE: This guide applies to all club management personnel.

GENERAL: Managers face tasks of finding, keeping, and motivating workers. Supervisors and managers who maximize the potential, creative abilities and talents of the entire workforce have a greater competitive advantage than those that don't. Managers can improve motivation within their organizations by following these steps:

GUIDANCE:

1. **Provide a positive working environment:** A motivating working environment requires going above and beyond the call of duty and providing for the needs of the worker. Taking care of employee needs keep them motivated on the job and dedicated to the organization. Some examples that can be used for motivational purpose are offering employee discount programs, child-care programs, award systems, and potential for job advancement.
2. **Recognize everyone's efforts:** Personal recognition is a powerful tool in building morale and motivation. A pat on the back, a personal note from a peer or a supervisor does wonders. Small, more frequent informal celebrations are many times more effective than a quarterly or once a year formal event.
3. **Involve everyone:** Having employees involved at all levels of the business is a key element in improving morale and motivation. It also has a major impact on improving profit and productivity. The best way to involve employees is the use of teams and teamwork.
4. **Develop worker's skills and potential:** Training and education motivates employees and make them more productive and innovative. There are many reasons training and development make sense. Well-trained employees are more capable and willing to assume more control over their jobs. They require less supervision, which frees management for other tasking. Employees are more capable to answer customer's questions, which builds customer loyalty. Employees who understand the business complain less, are more satisfied, and are more motivated. All this leads to better management-employee relationships.
5. **Evaluate and measure continuously:** Continuous evaluation and never ending improvement is the final step. Evaluation is a nonstop activity that includes a specific cycle of steps. The primary purpose of evaluation is to measure the progress and determine what needs improving. Continuous evaluation includes, but is not limited to, the measurement of attitudes, morale, and motivation of the workforce.

SUMMARY: The aim of leadership should be to improve quality, to increase output, and simultaneously to bring pride of workmanship to staff. The true competitive advantage is having trained and motivated employees proudly working together, contributing vitality and energy toward the goals of the organization.